

Dean for Student Life

The [Division of Student Life](#) (DSL) saw several significant changes in AY2011. These changes included the restoration of Maseeh Hall to the student housing system, preparation for a new house dining system, and a new DSL strategic planning process.

Major Events and Developments

Maseeh Hall Restored to the Student Housing System

In August 2006, the Institute announced a plan to open a new graduate dormitory on the northwest campus. Central to this plan was closing Ashdown House, the graduate residence in Building W1 at the corner of Massachusetts Avenue and Memorial Drive, and converting the historic building to serve as an undergraduate dormitory. Over the course of the next two years, W1 was closed and a new Ashdown House for graduate students was built in NW35 and opened in August 2008. The simultaneous arrival of the global financial crisis, however, demanded that the Institute suspend the second half of its plan—renovating W1 for undergraduates. For nearly two years, W1 remained shuttered, with work limited only to those projects that had already received funding or that would safeguard the building's integrity.

In September 2010, Fariborz Maseeh (ScD '90) made a \$24M gift to the Institute to support an increase in undergraduate enrollment. This historic gift—combined with generous donations towards W1 renovations from a small group of other alumni donors—led the Institute to fast-track work on the project. The completion of Maseeh Hall will return this majestic building to campus life and give MIT the housing capacity to raise undergraduate enrollment to 4,500, an increase of approximately 250 from today's levels. In honor of his exceptional generosity, the Institute has named the new building Fariborz Maseeh Hall. The building's state-of-the-art, 350-seat dining facility is named the Howard Dining Hall, at the request of an anonymous donor who made the first gift towards the completion of the renovations. "Howard" has significant personal meaning for the donor but it is not the donor's name.

Since last fall's announcement, DSL staff have worked to prepare for Maseeh Hall's opening in September 2011 and to ensure that it becomes a thriving part of the residential life community. Maseeh Hall joins the house dining program (see below), and its dining hall will restore a central dining facility to campus for the entire community. In addition, DSL has worked to incorporate Maseeh Hall into the housing system, from making room assignments and hiring graduate resident tutors to developing support programs such as Residence-based Advising and the First-Year Experience at Maseeh Hall. A founding group of students, the Phoenix Group, and Maseeh Hall's housemasters professor Suzanne Flynn and her husband, Jack Carroll, have been developing the community model for the dormitory. Cullen Buie, an assistant professor of mechanical engineering, and his wife, Donielle Buie, were appointed as associate housemasters and will live in Maseeh Hall alongside the students and the housemasters.

Preparing for a New House Dining Program

The house dining system at MIT comprises the five undergraduate dormitories with dining halls: Baker House, McCormick Hall, Next House, Simmons Hall, and — when it opens next year — Maseeh Hall. During AY2010, the dean for student life convened a group of students, faculty, and staff to study dining at MIT and to recommend a new meal program for house dining. This house dining advisory group (HDAG) issued its recommendation in spring 2010, calling for a revitalization of the dining hall system that would expand service hours to include breakfast and lunch, offer all-you-care-to-eat service in all houses, and require each student living in dining dorms to enroll in one of a variety of meal plans.

In AY2011, DSL released a request for proposals based on HDAG's recommendation and established an evaluation committee of students, faculty, and staff to review the different proposals and offer an assessment of each to the dean. This group developed and spearheaded a process to review food service companies seeking to operate the new system. The process included campus visits by vendors to tour house dining halls, presentations by each company of its proposal to the committee, and site visits to colleges throughout the country to see dining programs currently operated by these companies. The evaluation committee gave its assessment to the dean for student life in the spring. Based on this feedback and a thorough financial analysis of the competing proposals, Bon Appétit Management Company was selected to operate the new house dining program.

Bon Appétit is nationally known for its focus on sustainability and its commitment to high-quality food and from-scratch preparation. After the selection, staff from MIT's residential life and dining program worked closely with Bon Appétit management to prepare for the new program's opening in fall 2011. Among the tasks included were incorporating meal plan selection into the housing assignment process; integrating Maseeh Hall and the Howard Dining Hall into the house dining program, since HDAG made its recommendation prior to the Institute's decision to complete the new dormitory and its dining hall; and performing construction and upgrades in each dining hall to accommodate the new range of offerings and services.

Strategic Planning

Just over a decade ago, the Institute took steps to develop a modern system of student affairs. In a remarkably short time, MIT built DSL into a world-class system to foster a safe, productive, welcoming, and dynamic campus community. The challenges of the past several years have left DSL in a stable position and with a strong perspective to assess where the division stands now and to think creatively about where it should go in the future to best serve the Institute and its evolving student body.

The current strategic planning process is the first under the current dean and the first in nearly five years. With the guidance of the organization development group in MIT's human resources department, DSL is working through a formal strategic planning approach consisting of 10 planning "elements." A priority is to coordinate DSL efforts with strategic planning efforts by the Office of the Dean for Undergraduate Education (DUE) and the Office of the Dean for Graduate Education (ODGE). At the end of this

academic year, DSL has engaged six of these elements: core values, stakeholder analysis, data gathering, environmental scan, mission, and vision.

A great deal of activity centered on an environmental scan exercise—over 200 staff, faculty, alumni, and students from across the MIT community participated in 19 different sessions to help identify the issues and trends that could impact MIT students and DSL over the next three to five years. Within DSL, there has been a regular series of DSL-wide communications, staff focus groups, a secure website, and other resources to keep staff engaged and informed.

DSL has sought to integrate this strategic planning work into its operational organization and to involve as many staff members as possible. The dean for student life and the DSL department heads serve as the executive committee. Several monthly senior staff meetings have been devoted to developing the products of this plan. Several more staff are engaged in standing teams, each with a specific charge. Most of the detailed work, like building the website or planning group exercises, is done by the planning team. Other teams have been involved in defining core values, gathering data, and developing a program of assessment.

After the various strands of the strategic planning process come together in the next year, DSL will possess a fresh set of strategic priorities based on a renewed grasp of its strengths, a firm sense of its next challenges, and a compelling vision for its future.

Notable Accomplishments, Efforts, and Events

Current strategic themes for DSL are:

1. Enhance the range of opportunities for students to develop, test, and expand their leadership skills and integrate those skills with their intellectual skills.
2. Guarantee that life outside the classroom for both graduate and undergraduate students—in residences, student activities, and other community interactions—is as rewarding and educational as the rest of the MIT experience.
3. Maintain the highest standards of health and safety for students and other members of the MIT community.
4. Strategically marshal DSL resources to support its mission.

1. Enhance the range of opportunities for students to develop, test, and expand their leadership skills and integrate them with their intellectual skills.

A DSL priority—shared across the Institute—is to provide MIT's students with an opportunity to learn the concepts and techniques of leadership and to complement their intellectual growth by developing skills such as interpersonal communications, ethics, teamwork, and global perspectives.

As political, social, and economic challenges call for solutions that require innovation, analytical thinking, creative problem solving, and a broad understanding of science and technology, MIT students will naturally be looked to for leadership in the 21st century. DSL's goal is to prepare them for this responsibility. A number of programs, offices, and

services within DSL provide undergraduate and graduate students opportunities to hone leadership and related skills so they may go on to become thoughtful, resourceful, and effective leaders, no matter what their field or where their education takes them.

Division-wide Leadership Programs

In 2007, Alan '73 and Terry Spoon made a gift to the Institute: an innovative idea for a leadership mentoring program, and a financial gift to operate it for five years. The Community Catalyst Leadership Program (CCLP) provides a year-long opportunity for 50 students in their junior year to work with alumni coaches and to participate in a series of workshops to enhance their leadership skills. Organized by the Student Activities Office (SAO) in partnership with the Alumni Association, CCLP has been a great success, and this year the Spoons renewed—and increased—their support for another five years. The additional support will enable CCLP to offer programming for seniors who participate in the program and to take steps to develop a CCLP alumni network throughout the nation.

SAO also oversees or assists with several other leadership events and retreats. The office assisted in the creation and implementation of the first joint leadership and planning retreat for the Council for the Advancement of Black Students and the Latino Leaders Assembly; the retreat occurred in the spring semester and included students, faculty, staff, and alumni. The Emerging Leaders Conference is a joint venture between SAO and the Office of Fraternities, Sororities, and Independent Living Groups (FSILG). This annual weekend event is held in the spring for freshmen and sophomore leaders to focus on the personal context of leadership with an interactive and experiential agenda.

SAO, in collaboration with other DSL offices, spearheaded and revamped the student leader awards process, which saw a 400% increase in the number of students and student organizations nominated. The Fraternities, Sororities, and Independent Living Groups office, with assistance from SAO and Residential Life Programs (RLP), is supporting MIT's participation in a national leadership survey, the Multi-Institutional Study of Leadership.

Residence-based Leadership Programs

In February 2011, RLP facilitated three workshops at the East Campus leadership retreat for the first time in several years. The workshops' goals were leadership skill development, community impact, and the importance of community inclusion and involvement. Through their workshop participation, student leaders learned the importance of leadership transition and succession planning in creating a successful student-run residential community. Students were engaged in activities and exercises that defined how they could strengthen and continue the positive traditions and practices that enhance both their living community and the MIT community as a whole. Additionally, students developed methods to address those issues that deter the growth of their community and reflect poorly on the MIT community.

For the second consecutive year, Baker House organized its own leadership program to supplement Institute practice and curricula on leadership, and the program complements the residential living and learning experience. A unique model, however,

was adopted through hiring a graduate resident tutor designated for leadership and public service in Baker House. The new approach also included utilizing leadership labs and project-based learning. Ten first-year students participated as mentees, while 10 upperclass students served as mentors.

Collaborative Campus Efforts

The Department of Athletics, Physical Education, and Recreation (DAPER) staff collaborated to develop a new leadership curriculum with faculty from the MIT Sloan School of Management and staff from the Office of Minority Education (OME). The result was an adventure-based experiential program that uses physical exercises to build character, promote teamwork, and encourage responsibility. The program employs activities and experiences designed to appropriately challenge individuals and groups in ways that accelerate learning. This year, the program was offered through OME twice—once for the Laureates and Leaders program, and once for the Interphase program’s orientation leaders—and three times during the Sloan Innovation Period.

In collaboration with MIT Medical and other offices on campus, SAO conducted a complete review of the Freshman Leadership Program (FLP) curriculum and assessment efforts. SAO worked with FLP’s student coordinators on the implementation of a theoretical framework and common language for the program around leadership and multiculturalism.

2. Guarantee that student life outside the classroom is rewarding and educational.

MIT’s 150th anniversary (MIT150) events, including the Under the Dome: Come Explore MIT open house on April 30, 2011, presented DSL with the opportunity to celebrate the passion and energy that drives student life at the Institute. DSL highlighted numerous facets of student and community life from across the division, from athletics and recreation to student clubs and activities to cultural and religious life. The celebration reflected the myriad ways that DSL supports and encourages the vitality of the student experience at MIT throughout the year.

Inspiration, Innovation, and Impact Through Service

As part of MIT150, the Public Service Center (PSC) launched the MIT Global Challenge, a web platform to engage the worldwide MIT community in the innovation activities of the IDEAS (Innovation, Development, Enterprise, Action, and Service) Competition. The Global Challenge website opened to the public in January and by the May 2nd awards ceremony, where nearly \$150,000 in implementation awards was presented to 14 teams, the site had attracted more than 15,000 registered users. A record 45 student-led teams competed for the awards, which were decided by more than 80 judges representing MIT faculty and alumni, Oxfam, the World Bank, the United Nations Children’s Fund, and many more organizations. Throughout the process, the IDEAS Competition and the MIT Global Challenge were supported by key allies at MIT150 and the Alumni Association, as well as numerous individuals and programs inside and beyond the Institute.

This year marked the 10th anniversary of the IDEAS Competition. Over the course of a decade, IDEAS has awarded \$400,000 to 75 teams working in more than 30 countries. To date, these teams have leveraged their awards by a factor of 10, receiving more than \$4M in follow-on funding and additional awards from a range of sources, including the Echoing Green Foundation, the Clinton Global Initiative, the World Bank, the US Environmental Protection Agency, and the American Society of Mechanical Engineers. One IDEAS winner, Amos Winter, is now a postdoctoral research associate with the Singapore University of Technology and Design (SUTD)–MIT International Design Center; another is now a faculty member at Harvard.

PSC recently started a new initiative aimed at helping faculty become more competitive for National Science Foundation grants, which require that research proposals include a public outreach component. The PSC Broader Impact Initiative provides consultation and recommendations for faculty writing proposals, as well as support for funded projects. Partnering with the Coalition on the Public Understanding of Science, PSC will now be supporting faculty in the grant application process to make science and engineering more accessible and meaningful to the broadest community possible.

Sponsored by the 484 Phi Alpha Foundation, the Undergraduate Association, and the FSILG office, this year marked the debut of the Fraternities, Sororities, Independent Living Groups and Dorm (FSILG&D) Community Service Challenge, a five-week challenge from February 28 through April 1, 2011, in which students identified community needs and initiated relevant service projects. A total of 20 teams registered—10 fraternities, five dormitories, and five sororities—and 14 teams submitted reports for competitive consideration. Each year, the winning team receives a plaque to retain and holds the inscribed cup for a year until it is claimed by a new winner in the next challenge.

Department of Athletics, Physical Education, and Recreation Accomplishments

The Department of Athletics, Physical Education, and Recreation (DAPER) has enjoyed remarkable success in the past several years, and last year was no different. For the second consecutive year, MIT ranked 11th in the nation among Division III schools in the National Association of College Directors of Athletics annual Learfield Sports Directors' Cup. The Learfield Cup reflects an athletic program's overall strength and honors an institution's maintenance of a broad-based program and its achievement of success in many sports, both men's and women's, at National Collegiate Athletic Association (NCAA) championship events. MIT is currently the all-time Division III leader in producing Academic All-America teams (175). The Engineers (MIT team) rank third across all NCAA divisions, behind the University of Nebraska and the University of Notre Dame.

In AY2011, MIT intercollegiate teams were nationally ranked in baseball, men's basketball, men's heavyweight crew, men's lightweight crew, women's lightweight crew, men's and women's cross country, co-ed sailing, men's and women's swimming and diving, men's and women's tennis, men's indoor track and field, women's indoor and outdoor track and field, men's volleyball, and water polo. A total of 13 teams represented MIT in NCAA championship events, and 53 individuals qualified for

postseason competition. MIT was also honored with the Deb Vercauteren Program of the Year Award by the USA Track and Field and Cross Country Coaches Association. The award is given to an institution with the best combined team finishes in each of NCAA's three seasonal championships during an academic year.

Intercollegiate competition is one example of recent accomplishments for MIT's scholar-athletes. Both graduate and undergraduate students in club sports—which are student-led and student-governed—have achieved success as well. For the first time ever, the MIT cycling team won overall at the 2010 National Track Championships and at the 2011 Women's Division II Nationals in the road race and time trials; the women's gymnastics team won the 2011 National Association of Intercollegiate Gymnastics Clubs championship; the men's ice hockey team won the Northeast Collegiate Hockey Association league championship; Sport Taekwondo (TKD) won the MIT TKD tournament; the men's rugby team captured the 2011 New England Rugby Football Union Cup; the MIT triathlon team finished first in the Max Performance Series; and MIT finished fifth in senior dance and first in senior men's freeskate at the 2010 Figure Skating National Championships.

Student Support in Residential Life

RLP assumed responsibility and leadership for the Residence-based Advising Program (RBA) beginning in July 2010. Oversight included training 32 peer mentors, supporting 32 academic advisors, and assisting with programs for first-year students in four residential communities. RLP also developed an assessment tool to define and determine success points in RBA core programs. The assessment tool gathered students' perspectives on safety, academic support, social experience, and diversity. A pre- and post-survey indicates that student expectations of RBA are being met, that students were generally able to maintain a balance between academic and non-academic life, and that students have higher satisfaction with community life in the dorms than anticipated.

The First Year Experience (FYE) program offered more than 50 programs in RBA communities to help ease the transition to MIT for incoming first-year students and to put them on the path to personal and academic success. This year, FYE focused on the following areas: making connections, wellness (particularly on healthful eating and sleeping patterns), managing stress, making decisions, and setting goals. The average number of attendees was 40 per program. In addition, an FYE committee was established; this group worked to develop a comprehensive year-round FYE program to highlight academic and social transition, sense of belonging, and identity development.

Summer 2010 was the second year of the new summer utilization plan, in which summer students are consolidated into several dormitories rather than spread out across the housing system, as in years past. To assist the new model, RLP redefined the summer housing experience with a program called 28 Days to Summer Community. The program focused on three goals: to develop and maintain community standards, to create opportunities for residents to discover common interests, and to implement programs and events that build relationships among residents.

Religious Life and the MIT Experience

Chaplain to the Institute Robert Randolph was one of 20 leaders invited to the White House West Wing in fall 2010 for a briefing on the wars in Iraq and Afghanistan. The discussion then turned to matters related to religious life in the US. In a similar fashion, the MIT chaplaincy is offering programs that pertain not only to spiritual life at MIT but also to the intellectual, social, and cultural life of the Institute.

In September 2010, MIT Hillel and the MIT Muslim Students' Association hosted a joint dinner. Students from each group made brief presentations about their faith and then shared a meal to celebrate the end of Ramadan and the start of the Jewish High Holidays. The dinner was organized to give students an opportunity to interact in a meaningful way outside the classroom while learning more about their counterpart's religious practices.

MIT Hillel continued the Leading Jewish Minds @ MIT series, bringing together faculty, staff, and alumni over lunch to hear some of the Institute's most prominent thinkers. More than half a dozen events were held, including discussions of US energy policy with Institute Professor John Deutsch ('61 PhD '66), and nanotechnology with Institute Professor Mildred Dresselhaus.

The Veritas Forum, led by students affiliated with the Christian fellowship group InterVarsity, brought a program to Kresge Auditorium on April 2, 2011, that attracted over 600 students on a Saturday afternoon to hear four professionals speak on "Life, the Universe, and MIT." Professors Alan Lightman, Troy Van Voorhis, Daniel Hastings, and Alex Byrne were on the program, which was moderated by professor Rosalind Picard. The MIT Chapel was featured in a Public Broadcasting Service program entitled "God in America"; the producer, Marilyn Mellows, spoke in November 2010 at MIT on "400 Years of God in America."

Hands-on in the Hobby Shop

The Hobby Shop continues to serve as a place where students can learn by doing, and it saw the largest single term membership ever in spring 2011. The Hobby Shop also introduced two new and popular classes: "Making East Asian Stringed Instruments" and "Making Acoustic Guitars." The Hobby Shop also introduced its system of hands-on learning to Singapore University of Technology and Design professors in June 2011 in a project class.

3. Maintain the highest standards of health and safety for students and the MIT community.

DSL has a dual responsibility in ensuring health and safety: to assist individual students, and to offer programs and services that aid the entire community.

Offering Support to Students in Need

The campus on-call response team, coordinated through DSL, partnered with MIT Police as well as colleagues at MIT Medical and Student Support Services (S³) to address 445 reports of incidents, including medical transports, mental health issues, alcohol

transports, and reports of thefts and larcenies. S³ partnered with ODGE to sponsor one half-day workshop on helping young adults deal with grief and loss. Staff and administrators from across the Institute attended the workshop.

The associate dean for student outreach and support acts as the advisor to Active Minds @ MIT. Active Minds is a nationally recognized organization that utilizes peer outreach to increase students' awareness on issues of mental health, symptoms of mental illness, and available resources for seeking help on campus. The group also serves as a liaison between students and the administration/mental health community, and it has become a major point of reference for mental illness issues and promotion of good mental health on campus. This year the group saw an increased level of recognition within the community, due in part to the targeted effort put forth to increase awareness of services. Active Minds partnered and collaborated with clinicians at MIT Medical's mental health and counseling service on several noteworthy programs that were opened to students, faculty, and staff.

Another major accomplishment for student outreach and support is the successful application and receipt of a grant from the Dare to Dream America program. The grant will be used during the coming academic year to raise awareness about mental illness and to help erase its stigma among youth within MIT's community.

The Office of Student Citizenship (OSC) created a victim-focused training program on sexual misconduct for the Committee on Discipline. OSC implemented a bystander program and developed new video-based online support materials for the Resources for Easing Friction and Stress program.

Promoting Health and Wellness

DAPER programs reach more groups in the MIT community than those of any other organization at the Institute. Nearly 90 percent of the student body is active in DAPER programs and services. A significant number of faculty and staff are also members of the Zesiger Sports and Fitness Center (Z Center). DAPER staff strive to promote health and wellness through the day-to-day operation of the fitness center, while also developing special programming. For example, two units in DAPER—physical education, and intercollegiate athletics—collaborated this year to create a sports nutrition workshop for student athletes.

More than 14,000 members of the MIT community are also members of the Z Center. A 2011 customer service satisfaction survey indicated that 80% of respondents had noticed the following as a result of using DAPER facilities, programs, and services: higher energy level, improved morale, increased muscular strength, increased endurance, increased aerobic capacity, and improved overall wellness. This high rate of satisfaction may be why Z Center was selected for a second time in the past five years as "Best Gym" on Boston.com's A-List.

Fostering Safety in Residential Life

In fall 2010, DAPER collaborated with MIT Police to offer the first credited physical education course in a residence. Entitled "Rape Aggression Defense" (RAD), the 12-

hour course was offered to first-year women in McCormick Hall and provided basic information on personal safety, awareness, risk reduction and avoidance. RAD teaches practical defensive techniques that require no special skills. RAD also offers the opportunity to test these learned skills on a real person during a simulated attack.

The MIT Housing Office developed an extended guest policy for graduate family housing. The new policy was created as a result of both student and residential staff concerns. Student concerns centered on the additional burden placed on limited programming and services resources by the presence of extended guests who eat food at events or sleep in lounges. Residential staff shared the student concerns and also had their own concerns about security and safety, e.g., propped entryways into a building due to caretakers who were extended guests but didn't have keys when needing to reenter the building. There were also incidents in which an extended guest was confused regarding evacuation procedures, creating problems for emergency response. The extended guest policy was created in an effort to respond to these concerns. Student residents are now able to register their guest(s) with the house manager to obtain an access card and key for the apartment. The new system allows for better tracking of persons in the building in the event of emergency situations and is intended to increase security through a decrease in propped entryways.

Planning Safe and Responsible Events

SAO, the Campus Activities Complex (CAC), and MIT Police collaborated to create an event task force to proactively reach out to student organizations planning large-scale campus events. SAO also took on the implementation and review of alcohol-related policy items for student organization events in order to further clarify policy and better advise students. In partnership with RLP and the housing office, the Community Development and Substance Abuse Center (CDSA) worked closely over the year with students and the house team of Senior House to review its annual Steer Roast event and to implement an educational and cultural program for this living community. These initiatives began in August 2010 and continued through orientation and throughout the year, culminating in the 2011 Steer Roast event in April. CDSA provided training and educational programming during the year, as well as support during the weekend-long roast.

Working with student leaders from the Interfraternity Council and the Panhellenic Council, CDSA instituted a new requirement for their member chapters. Each fraternity and sorority will be required to participate every two years in the ENTICE program (Establishing Norms Through Interactive Community Education). ENTICE is dedicated to improving the experience of living in a fraternity, sorority, or other living group by creating presentations that help draw out the issues that are unique to each house.

CDSA also created two new programs for dormitory residents. One offers training on responsible beverage service and the legal liabilities and ethical obligations involved when hosting parties and serving alcohol to peers. The other is a women's social experience educational program for MIT sororities. Participation in these educational programs was mandated for members of FSILG communities, as well as for party hosts residing in the MIT dormitories, as a certification to use the online event registration website.

The MARVIN Program

The MIT Alcohol-Related Violence Initiative (MARVIN) is a two-year grant awarded to CDSA through the US Department of Education to change campus norms around alcohol-related violence through collaborative action; AY2011 was the first year for this project. MARVIN is one of the first college-based, comprehensive, multilevel approaches to address alcohol-related violence in the country. CDSA hired two full-time employees to staff the grant and formed the MARVIN coalition, which includes representatives from the health promotion and wellness office at MIT Medical, student leaders, MIT Police, RLPs, FSILG, DAPER, and DUE, as well as staff from Harvard University, the Boston Area Rape Crisis Center, and the City of Cambridge.

Through MARVIN, CDSA is increasing MIT's capacity to focus on a broader scope of four types of violence that typically occur in social situations with high-risk alcohol consumption. This broader scope includes not only sexual assault but also hazing, physical aggression, and relational aggression (which is any behavior that harms others through damage to peer relationships or the threat of damage). Members of the MARVIN coalition have varying degrees of involvement—from the senior stakeholders, who are the upper-level administrators and who will receive an updated newsletter informing them of the grant activities occurring each semester; to the advisory members, who are not actively involved in the work but are interested in building on it within the student communities they work in; to active members, who are students and staff affected by the proposed initiatives and who need to be actively around the table for their design and implementation. The larger coalition meets twice a semester to discuss task force progress and to use campus-wide survey data to establish community norms that can then be disseminated across the MIT campus and the City of Cambridge.

Using a social ecological model as its prevention framework, members of the coalition will incorporate campus-wide survey data in developing a coordinated community response to alcohol-related violence among college students, and identifying ways in which individuals, groups, and departments can disseminate this message across MIT and throughout Cambridge. The overall goal of MARVIN is to decrease incidents of alcohol-related violence at MIT by five percent in the next two years. Long-term outcome objectives to be measured include increasing the number of bystander interventions for alcohol-related violence (so students actually intervene in these situations) and decreasing the levels of high-risk behaviors and attitudes that contribute to alcohol-related violence.

4. Strategically marshal Division of Student Life resources to support its mission.

From DAPER and dormitories to religious and community space, DSL oversees a significant percentage of the Institute's physical footprint. The division's programs and services reach every graduate and undergraduate student and extend to faculty, staff, alumni, parents, and the broader community. The extent of this reach has always made responsible stewardship of its resources a priority. The new financial reality brought on by the global financial crisis, however, has demonstrated the continuing importance of each office and unit to make effective, efficient, and productive use of Institute resources.

Reconsidering Walker Memorial

In fall 2010, the Institute announced that a planning team was exploring the potential to repurpose Walker Memorial (Building 50) as the new home for the Department of Music and Theater Arts. A decision to convert Walker to academic space would impact student groups such as the Graduate Student Council, the Black Students' Union, WMBR Radio (the MIT campus radio station), and the Muddy Charles Pub. It would also affect CAC, which currently oversees the facility and which utilizes Morss Hall for hundreds of community events each year.

In response to student concerns and to provide a formal mechanism for community feedback, the Walker Memorial Assessment Team was established to review the needs and requirements of groups impacted by the potential repurposing. CAC, in conjunction with the provost's office and the dean for student life, helped coordinate the initial response, including contact with student groups with governance roles and historical links to the building. The committee includes associate provost Martin Schmidt (chair), dean for student life Chris Colombo, dean for graduate education Christine Ortiz, three student representatives from the Graduate Student Council and the Undergraduate Association, and Music and Theatre Arts faculty.

Residential Life and Dining

MIT Campus Dining has seen significant changes in the past year, each contributing to a dramatic improvement and expansion of service throughout the campus. DSL prepared for the addition of Maseeh Hall and The Howard Dining Hall to the house dining system. During the same period, Bon Appétit was selected as the vendor for the new meal plan program; DSL worked closely with Bon Appétit to structure the house dining program to meet the goals of HDAG's recommendation and to complete all construction and renovation necessary to accommodate the new hours and service offerings in the four existing dining halls in Baker House, McCormick Hall, Next House, and Simmons Hall. In addition, the kosher kitchen in W11 was renovated to support the inclusion of kosher meal options throughout the house dining system.

Two key retail capital projects were completed in MIT Sloan and the David H. Koch Institute for Integrative Cancer Research. Request-for-proposal processes were completed for these same properties and favorable contract terms, including capital contributions, were negotiated with the awarded company, Aramark. MIT Sloan's new 100 Main Marketplace and executive education dining services were opened successfully. The Koch Café was opened successfully in Building 76, providing service to this new research community, while the Bio Café was closed to make way for the new venues on the east campus.

The housing office also oversaw the second year of the new summer utilization system, in which certain dormitories are designated for summer students, others for conference and program guests, and the remainder closed entirely for significant repair and renovation. The program was implemented in summer 2010 and resulted in nearly \$500,000 in savings. In summer 2011, the new structure will enable guest housing to book reservations for groups and individuals earlier in the spring and thus increase the total number of reservations, resulting in an expected 10% increase in revenue.

The housing assignments unit also completed a comprehensive assessment of the early return process that grants assignment to upperclass and incoming first-year students to prepare and facilitate activities involving orientation and fall athletics. This assessment has been used to understand the cost of offering housing to more than 400 upperclass students and 800 first-year students prior to orientation or the upperclass move-in date.

Changes to Enterprise Services

Enterprise Services launched the adMIT ONE Event Ticketing, a secure, centralized box-office service for the MIT community. In the first five months of operation, adMIT ONE processed more than 13,000 tickets to events including the Next Century Convocation, the Spring Weekend Concert, Class of 2011 Senior Ball, and the MIT Sustainability Summit.

In collaboration with IS&T, Enterprise Services successfully piloted the Pharos print management system on campus. This sets the stage for all Athena printers to be converted to the Pharos “hold-and-release” system during the summer of 2011. All MIT community members receive a 3,000-page-per-year print quota, which is managed by the TechCASH system. Customers using more than 3,000 pages per year will be charged via TechCASH.

The Institute decided to transfer several units from Enterprise Services to other parts of the MIT. Oversight for Copy Tech will transfer to the Office of the Vice President for Institute Affairs, where its focus on printing and copying will be more properly aligned with related units such as the News Office, Institute Events, Conference Services, Publishing Services Bureau, and the Reference Publications Office.

Oversight for the MIT Card Services will transfer to the Security and Emergency Management Office (SEMO), and the staff will report to the Facilities Operations manager. This shift integrates the Card Office’s identity card production and management services with SEMO’s existing responsibilities, including the design, installation, administration and maintenance of physical security access control, alarms, and life safety systems. The new assignments are a more harmonious and fitting placement for all both units. DSL will retain organizational ties to these offices, since many of DSL departments rely on their services.

Supporting Student and Community Events

In AY 2011, CAC processed more than 23,000 requests to use DSL space, with more than 13,000 resulting in events ranging from small meetings in the student center to major campus gatherings involving thousands of participants. Events were evenly split between activities by student groups (6,642) and functions organized by departments, labs, and centers (6,382). Highlights of the event season included MIT150 celebration events, the Compton Lecture by US secretary of homeland security Janet Napolitano, the US National Rubik’s Cube Championship, the Martin Luther King Jr. Breakfast Celebration, and the Pakistan Flood Relief Concert. CAC supported a number of large, traditional programs, including graduate and undergraduate orientations, Family Weekend, Campus Preview Weekend, and Commencement and reunion activities.

This depth of support for the Institute community by CAC was paralleled by DAPER. In the preceding year, more than 14,000 community members—including students, faculty, staff, and alumni—logged more than 700,000 visits to the Z Center, and more than 4,000 students, faculty, and staff joined an intramural team. DAPER also hosted nearly 3,000 events during the year; fewer than 300 of these events were intercollegiate, varsity competition. Instead, more than 60,000 participants took part in events that included physical education and intramurals; Institute functions; academic events such as conferences and exams, performances, student club practices, and tournaments; and outside events.

Costantino Colombo
Dean for Student Life